

Message Text

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FM SECSTATE WASHDC

TO AMEMBASSY LONDON

AMEMBASSY WARSAW

AMEMBASSY ATHENS

AMEMBASSY JIDDA

AMEMBASSY LAGOS

AMEMBASSY DAKAR

AMEMBASSY CARACAS

AMCONSUL SAO PAULO

AMEMBASSY BOGOTA

AMEMBASSY TOKYO

AMEMBASSY SINGAPORE

AMEMBASSY JAKARTA

AMEMBASSY NEW DELHI

AMEMBASSY SEOUL

INFO AMCONSUL RIO DE JANEIRO

AMEMBASSY BRASILIA

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EO 11652: NA

TAGS: ASIG

SUBJECT: EVALUATION OF THE COMMERCIAL FUNCTION--QUESTIONNAIRE

REF: STATE 180693

1. PREPARATORY TO THE VISIT OF THE EVALUATION TEAM, PER
REFTEL, ACTION ADDRESSEES ARE REQUESTED TO REVIEW AND
DEVELOP RESPONSES TO THE QUESTIONS SET FORTH BELOW. THE
TEAM APPRECIATES THE LIST OF QUESTIONS IS LONG AND THAT
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SOME REPRESENT DIFFERENT SLANTS ON THE SAME ISSUES. THE

LIST PROVIDES FOR POSTS, HOWEVER, A FAIRLY COMPREHENSIVE OUTLINE OF THE TYPES OF INFORMATION NEEDED FOR THIS EVALUATION. WRITTEN COMMENT ON ANY ISSUES OF PARTICULAR INTEREST TO EACH POST WILL BE WELCOME. SUCH COMMENT AND ANY OTHER BACKGROUND INFORMATION POSTS MAY WISH TO PROVIDE SHOULD BE HELD AT POST FOR THE TEAM'S ARRIVAL.

A. PROGRAM OBJECTIVES

1. WHAT TO YOU CONSIDER SHOULD BE THE MAJOR US COMMERCIAL OBJECTIVES IN YOUR COUNTRY AT THIS TIME?

2. HOW DO THESE OBJECTIVES COMPARE WITH STATED OBJECTIVES IN THE CCP, PARA OR OTHER POLICY DOCUMENTS?

3. ARE THE COMMERCIAL PROGRAMS AND SERVICES NOW BEING OFFERED AT POST ADEQUATELY TARGETED ON MEETING THOSE OBJECTIVES? IF NOT, WHY NOT?

B. MAJOR ACTIVITIES

4. WHAT HAVE BEEN YOUR MAJOR COMMERCIAL ACTIVITIES WITHIN THE PAST YEAR?

5. WHAT HAVE BEEN YOUR MAJOR PROBLEMS IN CONDUCTING THESE ACTIVITIES?

6. ARE THE ACTIVITIES YOU CONSIDER MOST APPROPRIATE AND EFFECTIVE BEING GIVEN SUFFICIENT PRIORITY IN RESOURCE ALLOCATION? BY WASHINGTON? BY YOUR POST?

7. WHICH PROGRAMS, IF ANY, DO YOU FEEL REQUIRE AN INORDINATE AMOUNT OF YOUR TIME OR BUDGETARY RESOURCES? WHY?

8. HOW MUCH OF YOUR TIME DOES SERVICE OF US COMMERCIAL OBJECTIVES REQUIRE THAT YOU SPEND ON ACTIVITIES (E.G., BRIEFINGS) OTHER THAN ESTABLISHED COMMERCIAL PROGRAMS AND SERVICES? DOES THIS LEAVE ADEQUATE TIME FOR SUPPORT OF ESTABLISHED ACTIVITIES?

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9. WHAT ARE THE MOST EFFECTIVE PROGRAMS? LEAST EFFECTIVE? WHY? --

C. WASHINGTON SUPPORT

10. DO YOU FEEL THAT THE PRESENT WASHINGTON SYSTEM FOR DEALING WITH COMMERCIAL ACTIVITIES HAS BEEN ADEQUATE TO

SUPPORT YOUR NEEDS IN EACH CASE? -

11. WHERE IN THE SYSTEM HAVE YOU EXPERIENCED THE MAJOR WEAKNESSES IN SUPPORT FOR YOUR ACTIVITIES?

12. WHAT SPECIFIC SUGGESTIONS DO YOU HAVE FOR CORRECTING THESE DEFICIENCIES?

13. HAVE YOU MADE THESE SUGGESTIONS TO WASHINGTON AGENCIES?

14. WITH WHAT RESPONSE, IF ANY?

D. POST ORGANIZATION

15. HOW ARE ECONOMIC/COMMERCIAL ACTIVITIES ORGANIZED AT YOUR POST?

16. DOES THIS ORGANIZATION NORMALLY ASSURE ADEQUATE ALLOCATION OF PERSONNEL AND FINANCIAL RESOURCES TO COMMERCIAL WORK?

17. IF E/C ACTIVITIES ARE INTEGRATED, DO YOU FIND THIS ORGANIZATION AN EFFECTIVE ONE? IF INTEGRATION IS NOT EFFECTIVE, WHAT PROBLEMS ARE YOU EXPERIENCING WITH IT?

18. WHAT TYPE OF COMMERCIAL MATTERS DO YOU ORDINARILY EXPECT TO TAKE TO THE AMBASSADOR/PRINCIPAL OFFICER OR DCM?

19. HOW MUCH OF THE PRINCIPAL OFFICER'S TIME IS DEVOTED TO THESE ACTIVITIES? THE DCM'S TIME? ARE THE AMOUNTS OF TIME AVAILABLE UNDULY LIMITED BY THE DEMANDS OF OTHER UNCLASSIFIED

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WORK?

20. TO WHAT EXTENT ARE AGENCIES AND DEPARTMENTS OTHER THAN STATE AND COMMERCE ASSISTING YOU AT POST IN THE PROVISION OF COMMERCIAL PROGRAMS AND SERVICES?

21. DO YOU BELIEVE POST ORGANIZATION TO SUPPORT COMMERCIAL PROGRAMS AND SERVICES ON THE WHOLE TO BE ADEQUATE?

22. DO YOU ENCOUNTER CONSTRAINTS OF EITHER A WASHINGTON OR POST ORIGIN WHICH UNDULY INTERFERE WITH THE CONDUCT OF COMMERCIAL ACTIVITIES AT YOUR POST?

E. COMMUNITY REACTIONS

23. WHAT MAJOR CRITICISMS OR COMPLAINTS ABOUT US GOVERNMENT COMMERCIAL ACTIVITIES HAVE YOU RECEIVED IN RECENT MONTHS?

24. ARE THE COMPLAINTS OR CRITICISMS GENERALLY VALID IN YOUR JUDGMENT?

25. WHAT HAVE YOU DONE OR SUGGESTED BE DONE ABOUT SUCH CRITICISM?

F. BUSINESS CONTACT

26. WHAT PORTION OF OFFICER TIME IS SPENT IN CONTACT ACTIVITIES WITH THE BUSINESS COMMUNITY? FSL TIME?

27. HOW MUCH OF THE ABOVE TIME IS SPENT OUTSIDE THE OFFICE?

G. COMMUNICATIONS WITH WASHINGTON

28. WHAT IS THE AVERAGE TURN-AROUND TIME ON YOUR REQUESTS FOR ASSISTANCE FROM WASHINGTON AGENCIES?

29. DO YOU CONSIDER THIS ON THE WHOLE AN APPROPRIATE AND SATISFACTORY TURN-AROUND?
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30. IS THE COMMUNICATION SYSTEM BEING USED EFFECTIVELY TO SUPPORT YOUR COMMERCIAL ACTIVITIES?

31. HOW CAN THE USE OF THE SYSTEM BE IMPROVED?

H. COORDINATION

32. WHAT ARE THE MOST IMPORTANT PROBLEMS OF COORDINATION: FOREIGN SERVICE POSTS AND WASHINGTON AGENCIES? DISTRICT OFFICES AND WASHINGTON AGENCIES? OTHER?

33. DO YOU FIND THE STATE/COMMERCE EXCHANGE PROGRAM HAS IMPROVED COORDINATION AND UNDERSTANDING?

34. WOULD AN EXCHANGE PROGRAM OR PERIODIC VISITS BETWEEN COMMERCE DISTRICT OFFICES AND FOREIGN SERVICE POSTS MATERIALLY IMPROVE COORDINATION AND UNDERSTANDING?

I. GUIDANCE

35. DO YOU FIND GUIDANCE FROM WASHINGTON ON THE WHOLE

EFFECTIVE RESPECTING: (A) OBJECTIVES? (B) PROGRAMS?
(C) PRIORITIES? (D) RESOURCE ALLOCATION?

36. WHAT KIND OF ADDITIONAL GUIDANCE, IF ANY, DO YOU
FEEL WOULD BE MOST USEFUL?

J. PERSONNEL

37. ARE THE CAREER OPPORTUNITIES AND INCENTIVES AVAIL-
ABLE TO COMMERCIAL OFFICERS SUFFICIENT TO ATTRACT, TO
MOTIVATE AND TO HOLD NEEDED TALENT IN THIS FIELD?

38. IS THE GRADE/POSITION STRUCTURE OF THE COMMERCIAL
FUNCTION COMMENSURATE WITH THE IMPORTANCE OF US INTER-
NATIONAL BUSINESS AND TRADE TO US NATIONAL INTERESTS?

39. ARE THE OPPORTUNITIES AVAILABLE FOR COMMERCIAL
OFFICERS TO BE PROMOTED IN GRADE AND RESPONSIBILITY
COMMENSURATE WITH THEIR CAREER NEEDS AND EXPECTATIONS
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AND ON A PAR WITH OFFICERS FROM OTHER FIELDS?

40. ARE CURRENT PERFORMANCE APPRAISAL PROCEDURES,
INCLUDING THE END-USER SUMMARY, ADEQUATE TO AFFORD
PROPER RECOGNITION TO COMMERCIAL OFFICERS FOR EXCELLENCE
IN THEIR FIELD OF WORK?

41. DO FOREIGN SERVICE POSTS AS A RULE AFFORD ADEQUATE
STATUS AND RECOGNITION TO THE COMMERCIAL FUNCTION AND TO
COMMERCIAL PERSONNEL?

42. IS THE PROCESS OF ECONOMIC/COMMERCIAL INTEGRATION
OPERATING TO ENHANCE THE CAREER OPPORTUNITIES OF
COMMERCIAL OFFICERS?

43. IN YOUR JUDGMENT, ARE PRESENT RECRUITMENT, TRAINING
AND ASSIGNMENT POLICIES AND PRACTICES ASSURING THE SKILLS
AND AVAILABILITY OF PERSONNEL TO PROVIDE THE BEST
POSSIBLE SUPPORT FOR US TRADE PROMOTION AND SERVICE TO
US BUSINESS INTERESTS? FSO? FSR? FSL?

44. IS THE APPLICATION OF THE STATE/COMMERCE EXCHANGE
PROGRAM EFFECTIVE? COULD IT BE USEFULLY REVISED IN
SCALE? GRADE STRUCTURE? TYPES OF ASSIGNMENT?

45. ARE THE RECRUITMENT, TRAINING AND UTILIZATION OF
FSL'S ADEQUATE TO ASSURE THEIR EFFECTIVE PARTICIPATION
IN US COMMERCIAL PROGRAMS?

46. CAN MORE WIDESPREAD AND EFFECTIVE USE BE MADE OF
RECRUITMENT FROM PRIVATE BUSINESS? KISSINGER

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